

**UNIVERSITAT  
JAUME I**

**PERSONNEL SELECTION: AN ANALYSIS OF 3  
COMPANIES**

**Author: Carlos Mesa Simó**

**Tutor: Ricardo Chiva Gómez**

**DEGREE IN BUSINESS ADMINISTRATION**

**AE1049 - FINAL DEGREE PROJECT**

**COURSE 2020 - 2021**

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## 1. INTRODUCTION

According to Chiavenato (2009), people differ from one another with respect to their way of thinking, in their relationships, in the way they learn and perform a task, in their intelligence and aptitudes, in their potential development, etc. An important aspect of personnel selection is understanding and giving due weight to these individual variables. This comment by Chiavenato on the selection of personnel is quite correct when we understand the great importance that people have within the organization. Since the workers are in charge of developing most of the activities carried out within a company.

In fact, many authors highlight human resources as a source of competitive advantage (Stanton, 1985; Stein, 2004). These human resources are considered even more important than other sources of competitive success, such as a strategy or a good market analysis (De Saa'-Pérez & García-Falcón, 2002).

That said, it is understood that the importance of talent is linked to their selection of talent. The company does not benefit from having employees on its payroll who do not contribute what is required by it, and at the same time they will not provide all the skills they can contribute if the position they occupy is not the right one or if they have lack of motivation or lack of training that the recruiters have not been able to find. Or put another way and according to the words of Ramírez (2017), personnel selection is a process that aims to select the most qualified employee to fill the demanded position through prior recruitment. Other authors such as López (2010) explain, starting from the same premise as Ramírez, that the purpose of selecting candidates is to find the ideal worker who best adapts to the position required, considering their potential and adaptability. For this, it is necessary to clearly define the profile to be covered.

According to Barceló (2016), due to the fact that making a poor selection of personnel leads to hiring people who are not suitable for the job, about 90% of unsuccessful hires are for this reason, hence the need to clearly define the personal and technical competencies of the candidates being sought.

With human competencies defined, their impact not only supplies the HR market, it also has a positive impact on training costs and work capacity, this because if the most qualified staff is hired, the company saves a lot of capital in having to train them. Another aspect to highlight about its importance is the influence on the work climate. If the selection is mediocre, it is possible that those hired do not adapt or damage the work environment that had been working and that worked before their hiring. Finally, it has to be planned correctly

to qualify for a beneficial strategic position for the company. The fact of having human capital in the company that contributes and is suitable is very necessary for the organization to be competitive in the labour market, and this is achieved through differentiation according to human skills and not through machines or technological processes.

The selection processes have changed over time as explained by the company Sodexo (2019), the new tools facilitate the selection phase as is the case of new technologies (usable from an increase in time management capacity to the improvement of the company's brand), the technical skills that the position requires (and choosing the best possible candidate among all possible options), commitment to the organisation (making them feel valued and motivated), and increasing their ability to learning (through training of those selected or online courses).

It was around the time of the industrial revolution when society realised the weight of developing and building healthy labor relations, so that the interest in people was increasing (Alonso & Rodriguez, 2010). For this, the jobs of the time were studied, collective tests were used to determine the best men according to the job and how they could be improved, resulting in the improvement of the working conditions of the workers, in their production and performance. (Milton L. and James C., 1994).

A few years later, Taylorism emerged from the hand of Frederick Taylor. Which consisted of the division of labor, so that activities were grouped according to their nature. It also centralized recruitment in order to obtain greater benefits, what would be called "Selection Offices" that helped to elevate the idea of separating work into areas and especially helped to make the human resources department relevant. (Martínez, 2019).

This new approach was supported by psychological studies that were used to improve the way of understanding of personnel selection. It is beginning to assimilate that a worker stands out not only for his physical condition but also for his environment, for his cognitive part or for the hours of work. In addition to this, after the industrial revolution there is an improvement focused on workers and working on their competences.

Starting in the mid-2000s, what we commonly call Social Networks emerged, some such as Facebook (founded in 2004 in the US) or Twitter (founded in 2006 also in the US) are probably the most internationally recognized social networks and those that count with more users today. Nowadays, they are a tool for companies when they need to find out about possible candidates for the job, looking at their search interests or their comments on the networks, the employer makes sure about who he is hiring. (Marketing, 2019).

What is expected for the future? Many professionals predict good results, especially due to new techniques that have emerged in recent years, such as Gamification, Artificial and Emotional Intelligence, selection by competences or Big Data. (Estébanez, 2019).

This type of new technologies have not emerged overnight, they have been the result of years of study and practice, methods such as emotional intelligence or selection by competencies are tools that have been developed since the industrial revolution with the help of psychologists who are experts on the subject and who stand out for the human talent perceived in the workers to be hired. Gamification is a concept developed from the analysis of people in different competencies and that by applying them have achieved good results, some applied practices are the use of cooperative games to show the aptitudes and abilities of the candidates. On the other hand, Artificial Intelligence and Big Data are quite new concepts but they greatly improve decision-making regarding hiring, greatly reduce the time invested in selecting candidates due to their great analysis and allow making a quick selection of the most qualified characters.

With the idea in mind, and in order to analyze the latest trends in the selection processes or to know exactly what innovative companies do or companies that place a high value on HR are doing, we set out to analyze two Bcorps or conscious companies and a company dedicated to the selection of HR.

Within these innovative trends, companies with B. Corp. certified have emerged in recent years, a certificate that shows that an organization is capable of enriching itself from its business activities and committing itself to the environment and society at the same time. They are companies that share ideals and a common brand, they help each other by emerging agreements that help drive their growth. (B Corporation, 2019). Among these companies with B. Corp. certified are 21 Gramos and Ethikos 3.0., Which we will analyze in this paper. In addition, we will analyze a consulting company dedicated to advising other companies, especially in the area of recruitment and selection of personnel by Adecco Group.

Each one has its own techniques that they use to help with this advice, for example Ethikos 3.0 is a consultancy that apart from using the praxis already mentioned, is also very frequent to use The ValueSquares Methodology, a selection based on the values to objectively measure people and find in which areas of the company they would stand out the most. 21 Gramos is another consulting firm with similar practices, but like Ethikos, adheres to a methodology called Smart, “the power of collective intelligence”, as highlighted on the company's website, it seeks to design a roadmap towards its goals, through a filtering for an adequate similarity and understanding to be able to carry them out.

Finally, and according to The Adecco Group's 2019 sustainability report, it has specialized practices in process outsourcing. They outsource administrative business processes in the field of HR to improve profitability and efficiency, working with people in the areas of technological support, such as artificial and emotional intelligence, in the value area, also valuing their commitment or through group practices aimed at learning about their skills and knowledge.

After the mini-analysis of the three companies, at work we seek to understand what type of procedures are the most innovative and effective when we talk about personnel selection, how these methods have evolved within the company and how workers and/or employers have adapted to these new methods. To do this, we will first prepare the theoretical review where we will explain everything related to personnel selection, from references by different authors explaining the meaning of "personnel selection" to the different methods that exist to carry out the most successful selection possible.

## **2. THEORETICAL REVIEW: STAFF SELECTION**

Cuesta (2010) explains that the selection of personnel is a process that is led to its conception through the use of effective techniques that are congruent with the strategic direction of the organization and with the policies on HR, with the purpose of finding the ideal candidate according to the characteristics that the position requires both present and future.

Chiavenato (2011) affirms that the selection always searches among the candidates for the most suitable for the position that is available, this in order to increase or at least maintain the efficiency and work performance, and the effectiveness of the organization.

Under these two premises of Cuesta (2010) and Chiavenato (2011), selection is understood as the development of a process whose intention is to hire one or more people to carry out a job. This can be done by incorporating new staff from outside the company, where recruitment is a key element, or by relocating part of the staff to a new function according to the needs of the company. After recruitment, the personnel in charge of selecting the talent must proceed to hire the fittest according to the demands that the position requires. To correctly carry out this action, it is necessary to previously know what are the demands that the job requires, compare the profile sought with the candidates and once entered into this dynamic, different selection tests, evaluations and interviews are used which will help to reduce the number of candidates for the position. Even so, the person who obtains the highest marks should not be hired, but rather the one who is most indicated based on the marks, the integration with the rest of co-workers or the cultural environment of the company.

These selection tests are useful for evaluating candidates if they are applied effectively, for example, if the quality of the techniques were poor, it is most likely that the hiring of one candidate or another would be wrong and they will not be suitable for the job that is required. In this sense, we can emphasize that the selection process is difficult to carry out since an error can lead to long-term consequences and can be difficult to undo.

In order to predict which candidates will be the most suitable and which will not, different methods will be used to help measure the capabilities and performance of the shortlisted candidates, measuring the real potential they have, this can be measured using activities focused on the area cognitive, reasoning or the spatial area of the subject mainly, but also if necessary, physical tests will be carried out if the position requires it. For this we must understand what types of efforts related to candidates we can find when carrying out the tests established for the selection of personnel.

The performance related to the context that Ramírez (2013) discusses in depth during his presentation, talks about ideas cited by other authors such as Borman et al., (2001) and that refer to those behaviors that contribute to the improvement of the environment both in a psychological sense and in the environment where the action is carried out, managing to generate organizational objectives. In this sense, two important variables stand out when we talk about environmental improvements: the first is dedication to work and the second is interpersonal adaptability. The first refers to the motivation and self-discipline of the candidate, and the second refers to the capacity for cooperation of the type and solidarity with his colleagues in teamwork.

On the other hand, adaptive performance (Griffin, Neal and Parker, 2007), which has its importance in the versatility and quick reaction that individuals can have, is especially useful in volatile and complex businesses (Charbonnier-Voirin and Roussel, 2012) . In this line, these authors in their argumentation referenced from (Pulakos, Arad, Donovan & Plamondon, 2000) establish eight factors that help define adaptive performance and that later many companies will take as a basis, these are: 1) dealing with situations of unpredictable work, 2) handle emergencies and crises, 3) solve problems creatively, 4) handle stressful situations, 5) learn new tasks, technologies and procedures, 6) interpersonal adaptability, 7) cultural adaptability and 8) physical adaptability.

This type of performance can be seen as a complement to contextual performance. Especially in the long term, because the more information the company gets, the better and more efficient the choice of the candidate will be afterwards.

In addition, as a conclusion of the adaptive performance, we have two possible aspects, the proactive performance which consists of carrying out behaviors that help the initiative and motivation of the employees to do their job well and seek new challenges; and counterproductive performance, negative behaviors when an individual is unable to adapt correctly to the functions that the company demands of him and therefore harm both the individual who performs them and the rest of the workers as well as the company.

With the help of these types of performances, the different tools will be used to help determine which are the most suitable and which are not.

First, we must state that the techniques used to select personnel must have two characteristics: be valid and reliable. As defined by Gómez-Mejías et al. (p.183, 2016), validity refers to the “degree to which a technique measures the desired knowledge, skills or ability”; while reliability refers to the “consistency of the measure over time and between different evaluators”. In other words, validity describes the suitability of the test or tests that



are carried out to corroborate the qualities that are required of the candidate in the job, so that it allows to give a first impression of how the performance of the worker if hired. Reliability, on the other hand, is when the same candidate performs the same test several times and with similar results, without showing significant variations.

The selection of personnel is complex because we deal with people and not with machines, and as people who they are, it is not only their abilities or skills that should be assessed, but also their adaptation to the vacant position and to the company's own environment. For this reason, it is difficult to know when a person is the right one to fill the job.

Having said all this, the types of tests that are used to carry out the selection of talent will be based on a system of competencies, which according to Berrocal (2001) are those systems that allow reaching more accurate and fair hiring decisions thanks to the use of Five principles:

- Identify the specific requirements of the job, it is important to identify the elements that represent the skills or knowledge that the candidate must have.
- Using past behavior to predict future behavior, if the past references are good the company can determine that this candidate is good at solving problems of the same nature, and vice versa.
- Organizing selection elements of a system, understanding and knowing how to organize the selection function as a system has many advantages. In addition, this system is understood to be conceived around the concept of competencies, so this connection with other processes carried out by the company such as training, performance management, people management, etc can be exploited.
- Applying effective interviewing techniques and skills, the interviewer should use the interview time to gather information about the interviewee's behaviors through well-structured and articulated questions.
- Involve several interviewers in information - sharing meetings, meetings between groups of people who collect information about the candidates and make decisions about them and evaluate them. To make these meetings more effective, the organizations use tables focused on collecting information, so that the interviewers score the competencies observed by the candidates from high to low.

Once the principles are clarified, we go to the tests that will serve to measure the candidates, these are: curriculum vitae, physical and medical tests, Big Data and Analytics, technical tests (professional tests, specific to the position to be covered), psychotechnical tests, psychological tests and job interviews.

## **2.1. Curriculum vitae**

The curriculum is a basic job search tool. When the company must select candidates to interview them personally, it wants to find out first, and for this the curriculum is usually the first place of reference where to know who is going to interview and who is not. It works by way of filtering, following technical criteria, companies usually make personal calls to filtered candidates and once selected a part of the applicants carry out a personal interview with those in charge of selection and with those in charge of operations and objectives.

It is essential to carry out a good work resume, for this it is important that it has a good presentation, it must highlight those aspects that benefit you and look for virtues in your defects, and be concise and clear with the explanation of each section. The structure of these sections is divided into four parts: the first where the personal data (name, ID, address, email and date of birth) are explained. The second part is training. The third is experience, (from employment contracts, company internships, collaborations, etc). And the fourth part contains other data (it is detailed on the availability of the user, driving license if he has, languages, etc).

In addition, it is necessary to know in which sectors it must be visible, these being mostly the internet. Through social networks there is a wide market where the fact of posting the CV gains notoriety, as is the case of job portals focused on looking for work. For this, it is important to have the largest number of people connected to you, to have a greater impact and opportunities to get a job.

## **2.2. Physical and medical tests**

These are tests used mainly for jobs that require considerable physical effort such as a laborer, an elite professional or transport workers, although they can also be done for people with the possibility of holding a corporatist position that carries some responsibility.

Although these types of exams are usually done just before hiring, these tests can be done throughout the hiring journey of a job seeker. These tests carry out blood and urine tests,

control of sight, visual abilities, etc. These tests are produced to ensure the health of the individual, since in a situation of illness the company should temporarily finish the worker without stopping paying the disability situation, not counting that it would have one less worker on the staff and must replace it if necessary. For this reason, it is important for the company to make sure of these situations to prevent future problems.

### **2.3. Big Data and Analytics**

On many occasions these two names are understood and defined under the same description, but this is not the case. This confusion is mainly due to the fact that the subject has not been studied in depth, and it is still under development.

To begin with, Big Data refers to the collection of information. Every time a user enters the "cloud" all the information is recorded, organized and analyzed. Thus, users go from being simple receivers of information to being generators of it (CESEDEN, 2013). According to studies by different companies (IBM, 2012), respondents understand that Big Data is characterized by four dimensions: variety, volume, accuracy and speed.

- Variety: Thanks to all the information collected by Big Data, prescriptive information can be generated, ranging from structured data to unstructured and difficult to use information.
- Volume: having a large volume of information does not mean that it is exclusively Big Data, for this it must be known that this data is being used with a series of objectives set by the company that uses it.
- Veracity: refers to the quality and availability of the information. When the information is analyzed, it will be controlled by the organization, identifying it as reliable.
- Speed: it is necessary to manage and efficiently generate the information to give it speed. The company must be able to react with the speed necessary to promote the areas of the business most prone to the exchange of information.

Instead, Analytics consists of understanding what we are going to do with that information, the treatment it is going to receive. Fitz Enz and Mattox (2014) make a comparison between Analytics and science and art. This comparison suggests that in the same way that art is observed and understood by looking at your environment, and science teaches you how to do things, Analytics must delve into the information collected and achieve the best possible result. In addition, not only can and should analyze the present information, but also the past

information and predict the future to have the full range of possibilities and be prepared for any inconvenience.

There are four different levels to analyze the information, according to Petrillo (2016):

1. Operational Report: Ad-Hoc of operational reports, are data integrated in isolation from the rest oriented to business data.
2. Advanced Report: Multi-dimensional evaluation tables for analysis and decision making
3. Proactive Analytics: The cause of the problem and the solution to it are analyzed. Actions carried out thanks to the correlation between past data.
4. Predictive Analytics: Development of predictive models, models and analysis based on future / predictive correlations.

These levels are not exclusive, that is, more than one can be carried out at a time and an even more complete model would be obtained than just with an analysis.

## **2.4. Technical or professional tests**

Professional tests stand out for being practical tasks of the activities that they will be carrying out during their stay in the company if they are chosen. Through these practices, the company will observe what type of skills, use of tools or training level the job candidates have.

In addition, these tests have shown to have great validity with respect to their tests, as the studies of Salgado and Moscoso (2008) have shown so much that it is sometimes difficult to glimpse between a test and a real company practice. This relationship of difficulty causes the subjects who practice it to create a feeling of impartiality between them, who establish a relationship between the tests carried out and the job to which they aspire.

This validity apparently carries with it positive things such as the motivation of the candidates and the power to evaluate themselves to measure themselves against the rest of those eligible. Along with this, it has been proven that voluntary dismissals due to the above factors have been reduced, along with staff turnover due to no need. This is demonstrated by Cascio and Phillips (2006) applying this method and resulting in a decrease in turnover from 40% to 3% in a matter of two years.

Focusing on the types of practices that exist within this test, we find situational tests and training tests.

#### **2.4.1. Situational tests**

This type of evidence exists to assess the skills and abilities of the candidates. And since they are usually quite adjusted to the actual practices of the company, it also serves to determine the performance they could exert. They are very useful exercises and increasingly used, there are different types of situational tests, among them we have:

- Situational judgment tests: a candidate is presented with a hypothetical case, and he is asked to explain how he would act in such a situation. This type of test is usually presented within a questionnaire with several options, with the respondent having to mark one or make a top from 1 to 5, with 1 being the first thing they would do and 5 the last thing they would do.
- Report writing: through a writing that the candidate is asked to carry out, their analysis, reasoning and writing skills are evaluated.
- Make a presentation: the candidate is asked to present as if it were a real job of the company, here the evaluators look for their behaviors in front of the public and their expressiveness.
- Assessments Center or Evaluation Seminars: it is a method of gathering information on the capacities of an individual to occupy a position oriented to the direction or executive positions. This consists of applying the test that best suits the job to be filled, be it interviews, tests, etc.

The use of assessment centers such as these are often advantageous due to the standardization of the method resulting in the creation of exactly equal opportunities for all participants, regardless of age, sex, race or religion. In addition to increasing the scale of skills and abilities, these types of centers are more effective in evaluating than other more traditional methods such as basic job interviews or written tests.

This type of practice is being carried out more and more frequently, especially in company environments with a large labor market. Year after year, this practice is being improved, making it more profitable and faster to implement over time. Modern examples of this type of exercise are:

- Group tests: This type of group dynamics consists of carrying out various activities so that the observers, who must know in advance that they are going to score throughout the activity, such as their attitudes and behaviors and with these variables they can evaluate the group, these groups being generally reduced from 6 to 8 participants.

It is usually large or medium-sized companies that resort to this type of method to select personnel. These types of practices serve to measure important aspects such as: the ability to solve a problem, the ability to work in a team, communication skills, initiative, attitudes, social skills, etc. These are behaviors that are not perceived in conventional job interviews, and when faced with a type of job in which the management of a group of members of the same company is required, this type of practice is necessary. Some conventional practises of this dynamic are:

- ❖ Group interaction: a discussion is held on a topic, with all the members of each group giving their point of view and conjectures on the topic to be discussed. The capacity for argumentation is sought, as well as the capacity for synthesis and persuasion towards others.
- ❖ Role play: group dynamics with the designation of a different must represent the role they have been assigned as best they can. The aim is to see the ability to react, spontaneity, creativity, versatility, among others.
- ❖ Management games: a hypothetical problem is posed that could be considered real and the group reaches a conclusion.
- ❖ In basket: a very versatile test that predicts the candidate's potencial and performance. This consists of a report in which you explain the reasons for the decisions you have made for all the activities to be carried out.
- Gamification: a selection technique used to find out the skills and abilities of job candidates, and how they perform in different environments. These skills must be demonstrated and proven by achieving the objectives set. (Pacheco, 2012; Haydt, 2008). To demonstrate them, it will be necessary to use platform games. These games will represent real situations that must be overcome by the candidates who enter it. The use of this type of practise with real video games is due to the fact that there are different studies (Anderson y Rainie, 2012; Freitas y Neumann, 2009) where it is corroborated that the games favour learning, as by participating in the process fun, motivation increases and stress is reduced. This results in continuous work on the

user's skills, without being subject to pressure or the uncertainty of not knowing what will happen if they fail.

Some companies dedicated to this are Knack, a developer of Android and IOS video games that supports the idea of discovering the skills of candidates and enhancing them. Workkola, dedicated to facilitating contact between higher education students and tech startups. Or l'Oreal, a cosmetics company that launched an online game, l'Oreal Reveal to select new talent.

Throughout the process, the data and actions carried out by the candidates are recorded, analysed and evaluated to determine who has the required skills for the position and who does not, and whether they fit with the organisational culture of the company.

This type of method gives the advantage of knowing very well the skills that the candidates have and thus being able to develop the position, as well as significantly reducing the time invested in observing the different CVs received from the candidates.

- Artificial Intelligence: a method that has been on the rise in recent years. This is because it allows the best hiring decisions to be made by standardising the candidate selection process and eliminating the subjectivity of recruiters.

It is also a time-saving tool, allowing thousands of candidates to be screened in a very short space of time to determine those with the greatest potential.

In order to carry out this method, it is necessary to use different tests to study and evaluate the different personalities of each individual.

On the other hand, artificial intelligence gives way to the incorporation of the company's values, humanising the analysis of each candidate. This fact allows artificial intelligence to complement other technological techniques such as Big Data, since the main characteristic shared by both is that they analyse through the use of algorithms, where cultural and value biases cannot be applied, resulting in a fairer choice of candidates.

There are different organisations focused on this technology that develop programmes or applications to facilitate the evaluation of candidates. This is the case of Unilever, which used artificial intelligence in its Unilever Future Leader's Programme, a programme aimed at hiring recent graduates. Another case is Digital

Talent Agency, an agency focused on the digital selection process. The technology it develops is called Digital Recruitment Experience, based on artificial intelligence, standardises selection processes in an objective way.

#### **2.4.2. Training tests**

These tests are samples of work observed over a controlled training period. Examples of such practices are training courses, where the performance of candidates and what they have learnt during the training is assessed.

### **2.5. Psycho-technical tests**

These tests are standardised methods used to measure the individual behaviour of the participants, their abilities, aptitudes and interests, and once they have been completed they will decide who is qualified to join the work group. There are many types of tests, standardised and with scales established by different organizations such as TEA or MEPSA, but in the case of public and private organisations they usually develop their own tests.

Psycho-technical tests are often used in the selection process because they are easier and quicker to administer in a group because of the large number of participants. This makes it possible to collect information about the applicants in a dynamic and more objective way, as uniform answers lend themselves to comparison with each other. Although making answers easier saves time, it also limits them, as in most of these tests the answer has to be one of the options presented to you.

When choosing one test or the other, you should take into consideration what you want to achieve with the test. The company has to ask itself questions such as: What are the most important characteristics?, What is the budget to finance the psycho-technical tests?, Where do we place the scale to distinguish between a suitable and unsuitable candidate?, and so on. The result of these tests will show the most suitable people for the job, taking into account the established rules and the culture in which they have to adapt.

There are different types of psycho-technical tests, depending on what the company believes to be the most suitable at any given moment:

- Personality tests
- Intelligence tests
- Aptitude tests



### *Personality tests*

Personality questionnaires are used to analyse the candidate's ability to adapt to the job and its environment. In general, aspects such as organisational skills, initiative, adaptability, etc, are usually sought.

There are different personality tests, which are used to get an idea of the general structure of the personality, to detect pathological traits or to assess more professional aspects. Within this type of tests, two stand out: subjective or projective tests and objective tests.

- Subjective or projective tests: characterised by the use of drawings, interpretation of a history or any other instrument that leads to an open and not closed response with fixed options. This type of test is useful to determine the personality of the individual. Although they are infrequently used due to the difficulty in interpreting the results, despite the fact that there are companies such as those consulted that believe it is necessary to carry out all the tests that are useful, they are usually only in specific cases.
- Objective tests: they use tables, questionnaires and scales to measure and find out about the subject's personality. This type of test has a clearer answer as only one of several options can be chosen and at the same time they are the most frequently used by companies due to their easy interpretation, their ease of use and the fact that they are quicker to execute.

### *Intelligence tests:*

These are used to assess intellectual capacity, mechanical, spatial or numerical reasoning aspects. In general, this type of practice is not usually carried out in personnel selection, but when there are many pre-selected candidates, as in the case of companies with a strong attraction in the labour market due to their good brand image, such as 21 Gramos, Ethikos 3.0 or The Adecco Group, they are used as a procedure to discard the least apt.

### *Aptitude tests:*

This type of test measures the ability of applicants related to the job they are seeking to fill, so that different skills are grouped together to be assessed: administrative, perceptual, attention, spatial, sensory, motor, mechanical, musical, artistic, verbal and numerical skills.

The choice of these types of tests will depend on what is of most interest to the company. Therefore there is no one test that is better than another, but rather each one works better in a specific context. In the case of the companies that have allowed us to consult them, as the jobs are related to administrative tasks and responsibility, the most suitable tests will be those oriented towards administrative, attention, verbal and numerical skills.

## **2.6. Interview for the selection**

The job interview is the most valued and used selection process, and by far the most used in comparison to other tools such as tests, assessment centres, group practices, etc., due to the large amount of information it provides about the interviewee. In this case, and although there are different types of interviews for each stage of personnel selection, such as preliminary interviews, where the aim is to filter out the most suitable candidates at the beginning, on this occasion we will focus on selection interviews, those aimed at getting to know the candidate in depth, and which in many situations are decisive. The purpose of these interviews is to find out which candidate is the most suitable to fill a specific vacancy. There are different structures for this, such as:

- The structured behavioural interview, a stable interview built according to the criteria that will be applied in the company. It is measured on the basis of a series of specific questions previously developed on the basis of the skills required by the company. Analyse the needs of the company and transfer them to the interview, avoid yes and no questions, and make the candidates answer questions of what, how, why, when in order to observe the competences and skills of the interviewees.
- Unstructured or open, there is no established script but the interviewer asks more general questions, with a wider range of answers that leave the interviewee to reason their response. The aim is to get to know the personality and interactions with the candidate.
- The mixed structure is a mixture of both and is the most commonly used.

- By competencies, they focus on the candidate's skills (teamwork, communication, learning ability, work organisation). They are usually group dynamics and situational or role-playing interviews.
- Informal, they take place in unusual places such as cafés or even standing in the street. The aim is to make the interviewee relax and communicate better.

In the interview selection process there are four important phases that every interviewee needs to do well, the preparation phase, the initial phase, the development phase and the closing phase.

#### *Preparation phase*

In this phase the interviewer should prepare a few days in advance what he/she is going to ask the candidates. He/she should also organise a suitable place to meet the pre-selected candidates, so that they know that they will not be disturbed, and confirm a day, time and place so that they can organise themselves with their other tasks. Finally, this type of practice is best done by telephone.

#### *Initial phase*

Greetings and presentation. The objectives of the interview are explained in an atmosphere of trust and communication. In addition, it is usually helpful for the interviewer to give a brief description of the position they are trying to fill.

#### *Development phase*

Here the interviewer will ask questions and the interviewee will do most of the talking. Questions covering the information on the CV are essential, then questions about your experience in other companies, job expectations, motivations and interests are equally important.

It is very important for the company that the interviewer(s) knows how to communicate with the job candidates, that he/she has a positive and friendly, yet informal attitude, as this reinforces the company's brand image.

#### *Closing phase*

In the last phase, the main task is to prepare a good closing of the interview, which is not abrupt and leaves a good taste in the mouth of all parties. The concepts that may have been

left out are clarified and the interviewee is invited to ask questions in order to clarify these doubts. Finally, a cordial farewell between the interviewer and the interviewee.

As for the type of interviews that these companies carry out, all of them tend to be of the same style, as they are green companies oriented towards a way of thinking that is more in line with the times, they believe that it is more important to highlight values, so the specific and individual technical part that already appears in the CV, although it is still applied, is less focused on it and more on group interviews, as many ideas related to emotional intelligence appear. Moreover, if it is carried out in a friendlier environment such as a cafeteria, the better, according to the human resources managers at 21 Gramos and Ethikos 3.0.

Explaining how to set up a well-structured job interview, the first thing to do is to generate a “rapport”, that is, a relationship of trust between interviewer and interviewee. A good atmosphere has to be generated with some questions at the beginning that generate this feeling and when this is achieved, start with more technical questions and enter into more work-related questions linked to experience, linked to how they relate to other people and the more familiar and personal part. This model can also be applied with video interviews, a tool that is increasingly used, and which complements very well with the above. (Canal Innova, 2017).

The objective of personnel selection is to find the most suitable candidate for the job that is being offered in order to optimise performance. For all this, it is considered that when you make a personnel selection you should evaluate the adaptation of the candidates to the changes that may arise throughout a regular work practice and their potential to see how they adapt to these changes or the defects that will arise from not being able to adapt well.

### **3. METHODOLOGY**

Throughout the work, 3 companies will be analysed, and how they follow their selection processes from their beginnings to the present day.

These companies are Ethikos 3.0, 21 Gramos and The Adecco Group. The first two have the B Corp. certificate, which classifies them as companies committed to the environment and society. And the third is the most internationally recognised of the three companies, even being among the most voted organisations in the ranking of best companies to work for in 2020 and 2021 in Spain.

In order to collect information about these companies, we have tried to interview several people, managers or employees of the companies. However, it was not possible to do so personally, so its analysis focuses on information collected about the companies both by email and company documents and other secondary information.

With Ethikos 3.0 and 21 Gramos. With these two companies, a series of interview questions were sent by email to the heads of the human resources department. In all cases, they were asked about the methods they use in relation to personnel selection. In the case of 21 Gramos and Ethikos 3.0, they were also asked questions related to the B. Corp. certification, as it is a new trend in recent years. As for The Adecco Group, we did not manage to conduct an interview, but we did find a sustainability report for the year 2019 where they detail their contributions and the activities they carry out.

In addition to this, information has been sought on their websites where they report on what they do as a company and in different pdf's and authors who talk about the methods applied by these companies in more depth, all to further deepen the content that we have of Ethikos 3.0, 21 Grams and The Adecco Group.

#### **3.1. Adecco**

The Adecco Group is the most internationally recognised company. This company, founded in Switzerland in 1996, is characterised by the fact that since its creation it has been dedicated to the same thing, to being a consultancy company specialising in the human resources department.

According to the annual report of The Adecco Group, (Sustainability Report 2019, 2020) "the purpose is to create a labour market for all in which each person is inspired, motivated and

prepared to contribute to the global talent of our country". The aim is to be a company admired and valued around the world that is able to give both employees and companies the best possible experience, whether through innovation in its functions or the commitment that characterises the organisation. To achieve this and to help the companies that hire their services, they have created different divisions to help with this purpose, such as Adecco, Spring Professional, Modis, Adecco Foundation, LHH or B+C.

The organisation works on top talent management and pure innovation. These points have been achieved because during the 25 years since its foundation it has worked for this, carrying out a very important social occupation through employment, both for the welfare of society and for its development. In this way it has managed to be within the top of the best valued companies in its area of human resources management both in Spain and worldwide, in the year 2019 and 2020.

To achieve these objectives, the company has had to implement a series of well-defined strategies: Perform, Transform and Innovate.

- Perform: discipline-oriented strategy within the organisation. By instilling the company's values in its employees and environment, the aim is to generate positive reactions that lead to an improvement in resources and productivity. This allows them to generate value to the good practices that are carried out and the final results of these.
- Transform: transform and strengthen the way of working and providing services to clients, achieving a value proposition that allows the company to differentiate itself from the rest, access more market shares and gives consultants the necessary tools to be more efficient. An example of a programme used for this purpose is Grow Together, a programme used to get the most out of both manual and back and middle office processes.
- Innovate: Grow involvement in creating value for the client, increasing the range of possible HR solutions and thus creating a competitive advantage.

In addition to human development, The Adecco Group also advocates sustainable development which is transformed into Corporate Social Responsibility actions that are expected to be fulfilled by 2030. These actions go hand in hand with the strategies of "Perform, Transform, Innovate" and aim to develop a plan for the future where everyone, through employment, can coexist. These plans to be promoted are the following: 1) Eradicate poverty, 2) Take care of health, 3) Improve the education provided, 4) Gender

equality, 5) Decent jobs and economic growth, 6) Decrease social inequalities, 7) Consume and produce responsibly, 8) Form strategic alliances.

These action plans are already being promoted and with good results. For example, in the labour market here in Spain they have managed to reduce the number of unemployed people out of work since 2014, reducing the figure from 27% to 13%. It has also managed to involve women more in the labour aspect, and increase competitiveness among employees to improve their training and have more work experience. It is an established fact that the company advocates for securing work for all people by creating mechanisms for social protection, reconciliation, dialogue and public opinion to generate employment and equal opportunities.

### **3.2. Ethikos 3.0**

As for Ethikos 3.0, in order to collect information, we contacted the communications director Delfina Aste, whom we asked in an interview to explain how she would define the company, the techniques or tools they use to carry out their personnel selection or the companies that request their services. During the interview he explained interesting topics such as the use of The ValueSquares Methodology together with the University of Barcelona, a personnel selection method used to measure, analyse and work on values with people and organisations. With this methodology it is possible to obtain measurable and verifiable information on values, potential and purpose to take into account when recruiting.

In addition, the website has different fragments where they explain how they work both within the company and for their clients. They explain their values and how the company perceives them towards its employees. In general, they are committed to incorporating people with values like those of the organisation to help the company's organisational change, rather than modifying its values, which is more complex.

For all these reasons, the company seeks to improve people's capacity to find employment, and for this purpose they create specialised tools and techniques such as the Labs, a space where people collaborate and share values, passions, personal information, etc. and work in the sectors of technical dimension, emotional dimension, collaborative dimension and dimension of impact on society.

### **3.3. 21 Gramos**

Finally, 21 Gramos contacted operations manager Camila Perticari for an interview where we also asked her questions related to the company, the methods they use to select staff and new trends. When asked how you work in your company, Camila replied: "We are currently divided into 4 distinct business areas, managed by a team manager. These 4 managers have weekly meetings to make internal requests, make a general traffic of deliveries and share concerns with general management and operations. In addition, we have a strategy and business development committee made up of people from different areas". The company has a clear and clear strategic plan structure and the capacity to know how to respond to any inconvenience.

The company is very clear about its values as a company and what it is looking for when it comes to hiring an employee, who should fit in and understand these values and not have to be inculcated by the company. These values are linked to the idea that companies with a B. Corp. have to maintain sustainability both socially and environmentally.

As it states on its website, 21 Gramos is a company dedicated to consultancy for other companies, cultural transformation and areas of personnel selection such as social intelligence, branding with purpose or educating workers with values. To configure a better selection, they use the SMART methodology, 21 Gramos' own co-creation process based on relationships between individuals in order to help the organisation listen to its stakeholders, such as customers, suppliers or workers.



## 4. THE SELECTION OF PERSONNEL OF THE 3 COMPANIES

We will now analyse the personnel selection of three companies. In Adecco and Ethikos 3.0 we will observe the selection that they carry out in their client companies, as they are companies oriented towards providing services in attracting, recruiting and selecting personnel. While 21 Gramos, being a company dedicated to communication, we will study the selection process they develop in their own company.

The methodology that distinguishes each of these companies will be studied and their adaptability will be observed according to the characteristics of each client company.

### 4.1. The Adecco Group

As explained in previous points, The Adecco Group is a consultancy dedicated to HR management and has several brands to expand its market vision.

In relation to personnel selection, the Adecco Group provides a service to its clients depending on the characteristics of the company that requires their skills. The incorporation of new personnel into the company is marked by a methodology based on learning and continuous development. This differential methodology is divided into five different phases: the definition of a profile, recruitment, evaluation of candidates, reports and follow-up of the candidate chosen for the position. In this explanation, we will focus on the selection and evaluation of personnel, but to provide context, we will briefly explain the other points.

- 1) Defining the candidate: The first thing to do before recruiting a job applicant is to define the profile of the candidate you are looking for. Through a job analysis of the vacancy profile an approximation of the ideal candidate you are looking for is made, and from there work on getting the person with the most suitable profile.
- 2) Recruitment: phase where the maximum number of possible candidates is collected based on their profile, also relying on tools such as video-interviews allows you to meet more candidates by being able to make interconnections with any point in the world.
- 3) Personnel selection and evaluation: a process that analyses all available candidates. After the analysis and based on the parameters established by the company, the ideal candidate is given the opportunity to work in the organisation.

Adecco uses direct selection or direct search, a method used to select the ideal candidate through specialised professionals. These specialists are selected for senior and middle management positions. It is also common to engage the services of direct search specialists to fill complex and expert positions. The role of these selection experts is to analyse and assess the different professional profiles of the vacant positions and find the most talented candidates best suited to the position. So Adecco is not only in charge of selecting candidates for vacancies, but it is also in charge of forming a structure with the right talent for each position.

To ensure that the most qualified talent is selected, they will go through different cycles of tests, assessments and interviews.

### First cycle

In the first cycle the tests are carried out, Adecco with the aim of getting to know all the characteristics of the candidates will carry out knowledge, competence and aptitude tests with the help of the Xpert On Line programme, a virtual candidate evaluation platform that allows to evaluate and analyse a large number of people at the same time, increasing the capacity and speed of selection. Thanks to the platform, there is a screening system that objectively selects the best candidate according to how well they fit the job description. It also adapts to each organisation, defining profiles to be evaluated depending on the characteristics that the buyer is looking for in their company.

Knowledge tests allow us to know the skills of the candidate, and also serve to improve the basic notions and to improve progressively. This type of test can use tests aimed at improving a specific area, for example, if the objective is to improve writing, spelling tests are used to improve spelling; if the aim is to improve the level of language skills, evaluations will be carried out to determine which part of learning is worse and which is better.

The professional competence tests help to discover the skills of the subjects, and also make it possible to understand the candidate before he/she joins the organisation. For this purpose Adecco has My Talent Map, a test used to discover the competencies of the participants. These competencies consist of six parts: planning and organisation, communication, teamwork, customer orientation, quality orientation, analysis and problem solving. After completion of the test, the

programme will make a personalised report highlighting the strengths and areas of improvement that are important to cover.

Aptitude tests are conducted through questionnaires where one option is chosen from a number of choices. Skills such as intelligence, numeracy, administrative, verbal or mechanical skills are usually assessed. These are skills that are needed for the job.

At the end of the testing phase, the most suitable candidates will be selected and those who are best suited to the context of the company will go on to the second round where they will be given practical activities both individually and in groups.

### Second cycle

We move on to the internship phase. In this phase, internships will be carried out to analyse the competencies and skills of the candidates in real time. Adecco uses the Assessment Centre to carry out this action.

Assessments are a method of gathering information about the individual's skills. Assessment Centres where various simulation techniques are used, such as:

- Role playing: group exercises where everyone plays a character. These exercises are used to identify the personality, skills and improvisation of the participants.
- In basket: by means of a written report the candidate will argue why he/she has acted as he/she has acted throughout the selection process. Evaluators will look at each individual's capacity for self-evaluation.
- Debates and group discussions: debate and argue your position on the subject with the rest of your colleagues. The objective is to determine the intelligence of each participant to be able to speak in public and to be able to convince others.
- Analysis and presentation exercises: participants have to evaluate a topic, examine it and explain it in an oral presentation. It is important to know how to communicate correctly, to know how to transmit and to know how to gesticulate in front of a group of people who are listening to you.

- **Gamification:** a technique that includes games in the educational and professional sphere to obtain better results, whether in terms of skill, knowledge or rewards for work well done. There are different applications focused on this, for example online courses focused on learning about the company in question. Or in the case of Adecco, a video game used to assess the skills of its employees.



Picture 1: *Professor Layton and the Mysterious Village*, 2007

Source:

[https://www.google.es/search?q=puzzle+profesor+layton&hl=es&sxsrf=ALeKk02upZ\\_Z8XoEJVVRPiqXQKPrixUBNYg:1624198682647&source=lnms&tbn=isch&sa=X&ved=2ahUKEwiA8pfMs6bxAhWOTcAKHSIYD7kQ\\_AUoAXoECAEQAw&biw=920&bih=722#imgsrc=lf6aUgyTKqgv1M](https://www.google.es/search?q=puzzle+profesor+layton&hl=es&sxsrf=ALeKk02upZ_Z8XoEJVVRPiqXQKPrixUBNYg:1624198682647&source=lnms&tbn=isch&sa=X&ved=2ahUKEwiA8pfMs6bxAhWOTcAKHSIYD7kQ_AUoAXoECAEQAw&biw=920&bih=722#imgsrc=lf6aUgyTKqgv1M)

As presented in the image above, we can see a screenshot of the game "Professor Layton", a video game created by Nintendo and based on the work of psychologist Akira Tago. The idea of using this type of platform arose with the purpose of observing the performance within the game and to see which candidates made better use of their logical reasoning, necessary for technical positions, or their abstract thinking, useful for creative occupations.

### Third Cycle

Once the internships are over, we enter the last phase of selection, the interviews. Interviews are the last complement to the selection of personnel, and with the help of dedicated interview specialists, the objectives are achieved. At Adecco, a good interview should focus on the candidate's competencies. These are focused on the candidate's skills, interviewers leave more aside studies and professional background and focus on asking questions aimed at complex situations that applicants have to solve.

Often, to make sure that they get all the information about the skills and competencies of the interviewee, informal interviews are used to relax the atmosphere and generate a feeling of trust, this is called "rapport". Once rapport has been generated, the more complex questions are asked.

This concludes the third and final cycle and a report on the candidates will be made.

- 1) Reports: once the evaluation and analysis phase is finished, detailed reports will be made on each of the candidates, both those selected and those not selected, and the results will be given to the client company. In addition, each participant will also be informed of the final choice in order to generate feedback to them.
- 2) Follow-up: the candidates hired will be followed up during the following months to record the work they are doing and whether they are doing it properly.

## **4.2. Ethikos 3.0**

BCorp is oriented towards aligning the values, potential and purpose of the company with the candidate. In other words, the importance of people is taken into account, and in addition to technical skills and experience, the potential of each individual, values and how they will adapt in the context of the company are evaluated.

The ValueSquares Methodology (TVS) is used to make a correct selection of personnel focused on values. This procedure allows Ethikos to adapt to the characteristics that the client company is looking for. This means finding people who not only fit the required position, but also share a vision of work and a way of life with the company.

TVS is a tool based on artificial intelligence that analyses and works with the values of people and organisations in the most objective way possible. This methodology has several

practical applications, both on a personal and organisational level and can be applied in consultancy, training studies, organisational culture studies and value-based selection.

The aim of these applications is to be able to observe which factors are the most outstanding in each individual, their personality, their competencies and skills, their aptitudes, etc. For this purpose, the assessment app is created.

### Assessment App

This application provides a clear and objective view of the current and desired culture of the organisation and the cultural fit of the people who participate in it. It also collects data from employees and uses algorithms to formulate a value intelligence index. It is made up of current and desired assets, value intensity, corporate purpose, value balance, coherence, GAP (gap analysis) and Net Promoter Score (to measure loyalty based on recommendations).

The tests that exist within this method are both individual and group tests, one or the other depending on the suitability of the job. Individual activities include situational judgement tests and oral presentations.

- Situational judgement tests: under the premise of a hypothetical case, the examinee is asked to act concurrently with the case presented and to explain the reasons why he/she acts in that way. This type of test is used to observe the individual's own dynamics and behavioural habits.
- Oral presentations: they will be given a prudent amount of time and a random topic to make a presentation to the public and a subsequent justification of the arguments used and a self-criticism of how the presentation has been seen. The aim of this is to show strengths and weaknesses with regard to their persuasive skills and their gestures and facial expressions.

In terms of group testing, we find group interactions through the use of gamification-based games, a relatively new personnel selection technique, role-playing games or the in-basket technique.

- Role-playing games: in groups, each group is assigned a character and plays it. Creativity, spontaneity and improvisation skills are sought in unforeseen situations.

- Gamification: educational games are used to measure the candidate's skills. There are two "game" systems with which the company can determine the values of the participants, these are:
  - ❖ TVS Game, a game created to generate communication between different individuals, help to innovate and improve coexistence between participants. The way to play it is simple, each individual will be presented with some values to follow and to achieve them he/she will have to use the challenges and/or questions that will be asked randomly. This is done with the idea of empathising with the subject in front of them, creating a good working atmosphere and good communication. As you can see in picture 2, the game is available in physical format, so that it can be enjoyed at home or at the workplace as a practice.



Figure 2: *The ValueSquares Methodology Game*

Source: <https://thevaluesquares.com/the-valuesquares-game/>

- ❖ TVS Box is used to enhance common values in the company, between individuals and the organisation. It is a very useful activity when it comes to recruitment or personnel management. It works as a game, one that allows to measure the values of a person or the organisation in order to deepen the elaboration of a strategic plan. As shown in the image below, the game consists of a set of cards used to find out the competencies and values of the participant. Clear and precise instructions will be given and a conversation will be initiated between the participants.

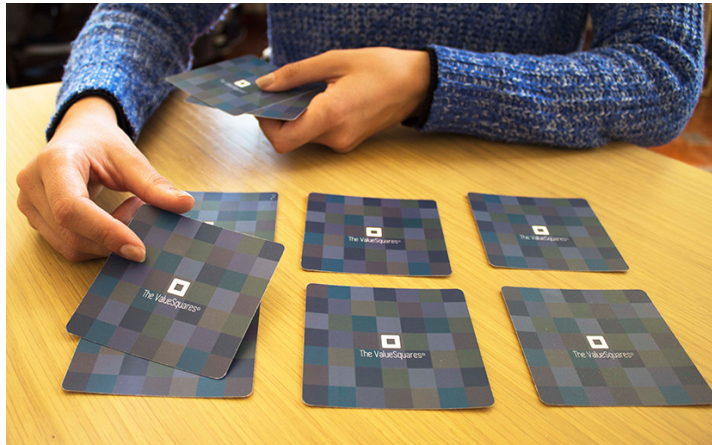


Figure 3: *The ValueSquares Methodology Box*

Source: <https://thevaluesquares.com/the-valuesquares-box/>

- In basket: once the tests have been completed, the candidate will make a self-criticism report about him/herself, evaluating the whole process carried out during the personnel selection and detailing the reasons for each decision taken, thus demonstrating his/her capacity for synthesis and analysis.

At the end of the internship, the examiners will evaluate and select the most suitable candidates to move on to the final phase. Candidates who have made it through to the final stage mean that they have been recognised as individuals with the right characteristics for the company and that the company believes they can fit in with the company's culture.

### Final stage

In the final phase, the interviews will begin, which will consist of a structured behavioural structure, this is, the interviewee will be asked to think about the answer and argue, giving indications of the competencies and skills he/she possesses, avoiding yes and no answers. The organisers seek to put the applicants at ease, that they are authentic and open to all kinds of questions that the company is interested in asking related to the job they wish to fill and their skills and knowledge. To this end, active listening is applied, a communication technique based on verbal and non-verbal language (through gestures, looks, etc.) that serves to improve the working environment and increase the satisfaction of those involved. After the interviews, the most suitable participants will be selected for the job.



### **4.3. 21 Gramos**

The explanation about the selection of personnel of this company will be the one they apply within the company. Unlike the two previous companies, 21 Grams is a company dedicated to communication consultancy specialising in sustainability and conscious consumption. The organisation holds the BCorp accreditation, therefore it is linked to the purpose of the structures shaped by the certificate, i.e. the values and function of the company must be aligned with those of BCorp.

The first step in defining the purpose of the company and its values is to be clear about the objectives to be followed, for which the SMART methodology is used, a method used to define the company's objectives and the values to be imitated. Defining the objectives facilitates the actions and the work towards what is to be achieved. SMART is therefore composed of five elements: specific, measurable, achievable, relevant and time. These elements make it possible to define the objectives to be worked on later and to draw up an action plan. Breaking down each of the five sections, the company has to ask itself different questions and try to answer them as frankly as possible. In this way we have to:

- Specific because it should be as concrete as possible, it should give the impression that it is clear how to do it and how to do it. The questions should be: What do I want to achieve? How? Where?
- Measurable in the sense of quantifiable, any goal must be controllable and it must be known with certainty whether it is being achieved. To this end, indicators are established to evaluate the objectives. How can I measure efficiency?
- Achievable, it must be an ambitious project, a challenge that is difficult to achieve but not impossible. Is it realistic and/or possible? Will I be able to achieve it in a year's time?
- Relevant, because if the project is not relevant it will not have an impact. To do this, consider the strengths and weaknesses that one can bring to adjust the project to reality, it is important to have motivation for this. Why is it important for the organisation to achieve it?
- Time, time guidelines should be set to achieve objectives, in this way the goal will be reached more easily and quickly. How much time do I have to achieve it?

Once the company is clear about the objectives and the values to be achieved, it will move on to the next point of personnel selection, the CVs as the first filter.

### First filter

At this point the CVs will be used as a filter, taking into account the technical criteria, personal calls will be made with the candidates who pass the filter.

### Seconde filter

On the basis of the above, a second filtering will be carried out and two thirds will be selected for personal interviews, both with the team managers and with those responsible for operations management. In these interviews, the aim is to empathise with the interviewee, to generate feedback that helps to have a good conversation and a good atmosphere. This is important to show the real skills of the candidate.

After the screenings, the most qualified candidates will be chosen for the position, but in case of doubts, practical tests will be carried out to solve possible problems when selecting the right candidate. Normally the company prefers to test skills on the job and according to the needs of the team, but if necessary individual tests will be carried out to determine the ideal candidate.

### Individual tests

Bear in mind that in general the recruitment process is for people with a career in journalism or advertising, so the candidate to be hired will be asked to produce a written report, to check their writing skills and their ability to analyse and synthesise. Or the presentation of a paper, to show their dialect skills and their expressiveness and gestures in front of an audience.

Once the practical tests have been completed, we move on to the last phase, the open or unstructured interviews.

## Open interviews



Image 4: *Open interview*

Source: <https://www.lifeder.com/entrevista-abierta/>

In this type of interview there is no script to follow, this is, there are no pre-established questions to follow. As can be seen in the picture above, there is a dialogue between the interviewer and the interviewee, the former preferring to ask more general questions that the latter is able to think about and argue. These interviews are used to get to know the personality and the kind of habits the candidate has when communicating with a third person, if he/she has any kind of catchphrase when speaking, if he/she knows how to react and improvise to unexpected questions etc.

Once the interviews have been completed, the most suitable candidates for the position will be selected.

	<b>The Adecco Group</b>	<b>Ethikos 3.0</b>	<b>21 Gramos</b>
<b>Objectives and purposes</b>	<ul style="list-style-type: none"><li>- Leading company focused on job placement</li><li>- Search for the best possible candidate</li></ul>	<ul style="list-style-type: none"><li>- To seek a balance between the company and the employee, the greatest possible benefits</li></ul>	<ul style="list-style-type: none"><li>- To select people with similar characteristics to the company</li></ul>

<b>Methodology</b>	- Based on sustainability and values instilled in the company	- The ValueSquares Methodology	- SMART
<b>Selection steps</b>	1) Psycho-technical tests 2) Assessments Center 3) Competency - based interviews 4) Report of results 5) Selection of personnel	1) Assessment App 2) Individual tests 3) Group tests 4) Structured behavioural interviews 5) Selection of personnel	1) CV 2) Technical interviews 3) Individual and group practices 4) Open interviews 5) Selection of personnel

## 5. CONCLUSION

Proper personnel selection helps to discern between the talents of each individual. It is important that applicants have some training and experience in the position, in addition to this, it is necessary to clearly define the personal and technical competencies that the candidate must have if he/she is to be hired.

Once the characteristics required by the job applicant have been defined, it is also necessary to make clear the company's objectives and how the company wants to approach the organisational culture to be implemented. All these goals have been achieved through the different perspectives and methodologies that have emerged over the years, from Taylorism to the present day. Thanks to the evolution of selection methods, the emergence of technology and the internet, we have reached the current point where there are conscious companies that give more importance to the welfare of workers than to optimising resources and reducing costs.

In the paper we have talked in depth about three companies with methods and values close to the standards that are sought after today. These companies are The Adecco Group, Ethikos 3.0 and 21 Gramos. The first one bases its way of working on development and constant learning, using innovative techniques such as assessments centre or competency-based interviews. The other two, both BCorp certified companies, base their model on the same thing, on values. On the one hand, Ethikos uses The ValueSquares Methodology to shape the vision sought during the selection process, both in a context of knowledge and experience on the part of the candidate and in a context of cultural adaptation. On the other hand, 21 Grams uses SMART, a technique used to define the company's objectives, and once the roadmap is defined they will use individual and group practices together with open interviews to choose the best candidate.

As conclusions of the work carried out, it is clear that personnel selection has had a clear evolution throughout history, moving from more rudimentary and repetitive practices to more practical methods that are more prone to human understanding and reasoning. In addition, companies are more immersive in the treatment of their employees and more socially oriented. These new selection guidelines and the creation of the new business model have been achieved because the new trend is set by human resources.

Throughout the work, the importance of people in companies has been highlighted, as well as the different selection methods to hire the most suitable person, and in the latest procedures, the work and innovation of the oldest systems has been highlighted in order to give them relevance again. Cases such as interviews or CVs are two examples of old

selection methods that nowadays have different ramifications that make them continue to be widely used. I think that from a perspective focused on technological progression and meritocracy, the different applications of assessments, such as gamification and artificial intelligence, are the most innovative practices and at the same time need to be polished over time. This is because both are applied and constituted through objectivity, and based on data rather than opinion.

Of course there are practices where subjectivity and expert opinion play a fundamental role and this is not a bad thing, such as in group practices, group interactions, or individual activities such as writing. It does not have to be a negative thing because even though it is a subjective opinion it is given by an expert who only wants what is best for the company.

So what is the final expectation, is a company today able to evolve in the market by being built solely on new selection methods and better technologies? These are questions that one can ask when looking at the current business landscape and that do not have an easy answer, but I believe that we have not yet reached the limit of innovation, nor do I think that this is the only answer. Obviously, progress has been made and the perspective of work has changed towards well-being, but there are other variables such as the work environment, personnel management, their integration in the office, etc., which are necessary in order to really evolve.

My hypothesis is that there are two ways in which selection will progress.

#### First way

The first way to pursue is the applications of technology. I believe that methods such as Analytics or Big Data in conjunction with artificial intelligence is still a field where much remains to be explored. At the moment they have hardly gone into the subject in depth, with these applications you can do more than just collect and analyse information. There are many ways of using data, such that to a certain extent we are not wrong to say that physical infrastructures will gradually be replaced by virtual technologies, which is already happening with applications that allow you to withdraw money from your card without having to go to the bank or an ATM, online shopping applications, etc.

#### Second way

The second way is focused on human beings. Due to the concern for human beings in organisations, new methodologies have been created to adapt to current times. Evolutions such as the curriculum or the numerous variants of interviews have been a consequence of the change caused by human beings, or the use of group practices that in previous times

were not even contemplated. It is likely that in the future these lines of development will continue to be perfected and that the focus will continue to be on innovation and talent that can be demonstrated through internships and interviews.

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